Branding Success: Measuring and Maintaining Your Brand Health

**Brian:** [00:00:00] Welcome back to another episode of Branded Intent. My name is Brian and I'm joined by

**Jay:** my name's Jay.

**Brian:** Today's episode is entitled, branding Success, measuring and Maintaining Your Brand Health. What can we do to keep our fingers on the pulse of the health of our brand?

**Jay:** A lot of it, a lot of it is just not the ones and zeros.

This is the actual. Person to person interactions, right? The way I boil it down to is brand versus reputation. Now you can be, you can have a reputation without a brand, but you cannot have a brand without a reputation. So what is reputation? A reputation is a, an opinion or feeling one has about you that's been built and proven over time. A brand. Is almost the inverse of that, right? So it's an opinion or emotion someone has through either interacting with you or your company or just based off of their [00:01:00] initial contact with you, right? So people automatically make a decision. Or at least a gut feeling, a gut decision of who you are, what your business is the validity of it all based off of its appearance, right?

So reputation is proven. A brand is appearance initially, and then it becomes proven. So

**Brian:** it's kinda strange because an individual that works for a well-known brand can have a boosted reputation, but an individual. That has a bad reputation can also bring that brand's reputation down a little bit,

**Jay:** right?

Yeah. We can I'm a fan of Elon by the way, so I'm sorry if we lose a couple of listeners. But Elon and Twitter and Tesla, right? So Elon already had a positive reputation going from PayPal to, I forgot what his other, what his other business was. But he formed PayPal, sold that, and then jumped into Tesla.

Once he was [00:02:00] in Tesla. Everyone loved him. Everyone started calling him Daddy Elon. He was very prevalent and outspoken on Twitter until he purchased Twitter and the changes he made to Twitter. Ended up affecting his personal brand and reputation, which actually affected Twitter as a whole. I don't have the metrics right now as far as what what the, the value of Twitter was and how many points they dropped, but they dropped in value pretty drastically once he started acting out.

It's

**Brian:** funny you say that because I, for the last. I don't know, say 18 months before Elon bought Twitter was really increasing my Twitter game. And embracing it for the platform. It was when Elon bought it, he took away some of the native Twitter tools. Unless you were a paying customer.

He's taken away some of the API functionality Unless you were a paying customer. And I'm like screw it. [00:03:00] I'm now not investing as much time in Twitter as I once was.

**Jay:** I think, or I don't mean to get off topic or rabbit hole this a little bit, but yeah, no I've definitely noticed specifically with scheduling out social media posts, it seems unless you're paying.

Customer with the X platform Twitter platform, you can no longer schedule posts to go out natively through Twitter, right? Yeah. That's a hurdle, especially for content producers or for any brands. Anyone from Elon's perspective or from Twitter's perspective, they figured out a new, income stream by doing that.

Pros, cons, depending on where you're standing totally understand it, but depending. Not depending, but your actions, and I guess this is something to highlight. Your actions drastically affect your business and you, and that can affect your reputation or your brand. So understanding the difference between the two and understanding what your [00:04:00] actions will do to either is crucial and maintaining a healthy brand for you and your company.

**Brian:** And you know what, I'm making a note here. That's why I was looking away. In a future episode we'll specifically do an episode on social media for content creators because

**Jay:** Okay.

**Brian:** I have some strong opinions, I'm sure as well as you do Jay. And I often look at analytics of the platform.

Not just my personal analytics on it, but that'll be a great conversation for a future episode.

**Jay:** Yeah. No we'll jump into it deeper for sure.

**Brian:** Speaking of analytics, what are some critical measuring points somebody can have to gauge the health of their brand?

**Jay:** Lots of people get hung up on followers., I see followers as they're definitely important, but. We've seen people who, they have 50,000 followers, but they purchase 95% of them. So that [00:05:00] 95%, they're just dead accounts that inflate the follower account. But the actual interactions are abysmal, right? So interactions, in my opinion, are the most important metric.

Interactions. That's people who, once they consume your content or click on a video, if they physically click on your video to expand it let's say you're on Instagram and you're scrolling and you click on that and it goes from a four by five to your full screen, that's an interaction, right?

If people are commenting or liking or sharing or saving, anything like that's an interaction. Looking at how many people are interacting with your piece of content versus how many people are viewing it. You can actually get an idea of, oh, people, if you have higher views, fewer interactions, you can say, oh, this is something that was entertaining, but there's, maybe I need a call to action.

Maybe I need a call to action and get people to interact the way I want them to.

So followers, interactions I had another one. There's. I am blanking about.

**Brian:** Engagement [00:06:00] interactions huge. Yeah.

**Jay:** Engagement interaction's huge. Yeah.

**Brian:** Follow people. Sharing your content, that one interaction is massive in most algorithms as well.

But let's take a look and break it down, I guess chunk by chunk. We have social media multiple. Social media platforms. With their own analytics. Web traffic, huge. If your brand has a website of its very own which it should, those analytics are phenomenal for you.

If you're trying to get people to your site and or time on site list growth, if you run a mailing list or a substack how large is your list? What's the consistency of growth? Word of mouth. When I fuck running the studio for the last six years, word of mouth. Brought in more customers than paid ads combined.

That's a, from print to social to it's been word of mouth is huge.

**Jay:** Yeah, referral networking for me has also been pretty [00:07:00] huge in my business. I personally have a hard time. Tracking referrals like that, like at least getting the metrics right. It's hard to gauge that, but I don't know maybe we find a tool, maybe there's a tool or app

**Brian:** for that custom field in your shiny CRM brother. Ah, yep. Okay. All right. Yeah. Third party aggregators. I use a service called Trust Index, where it aggregates Facebook, Yelp, Google, and a couple other platforms. And brings all of those reviews together. Five star plus written and gives me, an average or health overall. Those are great tools to help aggregate all this data.

Revenue. If you've got a great brand, your revenue should be increasing. Churn. How frequently are people leaving you? Is it a. Free trial and then they're gone. Or have they been with you for three [00:08:00] months and gone six months, et cetera? What? What's that churn rate? And one thing I put on here that I think, and I'm gonna add one I don't have on the list, Glassdoor and Yelp.

I look at those two as combined because in my opinion. It's almost extortion. They, I have to pay Yelp not to have them advertise my competitors when people pull up my page and, whoa, getting a negative review pulled down that's completely bogus, is impossible.

**Jay:** See I enjoy those negative reviews because I timestamp everything.

So any negative review that is specific to a service or, an instance that happened. I'm not gonna go back and forth, but I'll be like, Hey, actually I understand this is how you're feeling. We just offer you this. I wish this would've gone a little more positive or, a little bit more to your [00:09:00] liking, I think I, I don't get reviews very often on Yelp, but Uhhuh. The three bad reviews I've, I received back in 2022. Yeah, 2022, October, 2022. It was because emails and deliverables didn't hit their inbox. They hit a junk folder or spam folder. So it's little things like that, but yeah, it's, I almost look forward to them.

I didn't know you had to pay to keep other competitors off of your page.

**Brian:** If you're not a paying Yelp member, first off, if you have a brick and mortar business they can just create your Yelp page, right? Number one. Number two, if you don't pay Yelp on a monthly basis, then they will advertise your competitors on your Yelp page, which sucks.

And then. The fact that you reply to negative reviews [00:10:00] increases, in my opinion, your brand health because people understand that negative opinions, a lot of the time it's out of emotion. Heat of the moment and you can't really take 'em to heart, number one. Number two, I was working with a client in San Diego.

Who, somebody left a bad Yelp review that they came in the back door, they were yelled at and they were knocking and all of this stuff. They were on the third floor of an office building that doesn't have a back door. There's only one way in, one way out.

**Jay:** Yeah.

**Brian:** And I, you send your address, you send images, you do all this to Yelp and Yelp's yeah.

Pound sand. And then Glassdoor,

**Jay:** I love Glassdoor, by the way.

**Brian:** Of course, employees are gonna leave bad reviews when they leave a company that they weren't happy. But again, you can't take that stuff seriously, in my opinion, because that person that just got fired and leaves a negative [00:11:00] review, but they were counseled over three months about being on time.

And they're consistently late and consistently delivering bad work product. It is what it is.

**Jay:** There are ways of using those negative reviews though if you can, and it's very hard to do. But if you can sidestep the negative situation, look at what they're posting specifically

And use that as a critique as far as oh that's a chin in our armor. If that's something that needs to be MedEd, we're not gonna run through this again. So it still can be very useful. It's probably not the best metric though, to go off of.

**Brian:** Yeah. If you, a brand, a company has legitimate problems, you may learn about them on how to strengthen yourself, from negative reviews.

However, if it's over emotional, I discount the majority of it. So I read into the. Emotion, my interpreted emotion from their rant, if you will. Yeah. But these are all things that [00:12:00] can measure the health of your brand or reputation. Jay, anything to add to that?

**Jay:** No, I think that's one way to measure your brand reputation and health.

What about your performance? 'cause performance and your health are two totally different things, right? You need to be healthy in order to perform. If you're not healthy, your performance is gonna be low.

If you are healthy, you should have a high performing business. So what are some metrics to zero in on?

**Brian:** When it comes to this we can give examples of what we think brand performance should be measured on. However it really needs to go back to that entity's goals. When Amazon first launched, they weren't planning on being profitable for 13 years.

And it took them a while to become profitable, but they knew it was gonna take a while to set up their infrastructure the way they intended to set their infrastructure up.

So you can't really measure revenue. You can measure number of [00:13:00] orders. You're losing money on every single order, but you're getting more orders. So more people are aware of your brand. More people are utilizing your platform to purchase the products. Back then, books you wanted. Growth is an easy metric and I think people that automatically go to revenue might be a little shortsighted, I think me as a podcast producer, I would rather have five. Phenomenal shows with tons of engagement, tons of downloads, tons of growth. Then 50 EPIs, 50 shows, that are just average.

So it's all, do I want to tell great stories or do I want to tell a lot of stories?

So going back to your goal, that's where you can set up how you're gonna measure your brand performance over. Whatever period of time you establish.

**Jay:** All right. Between growth and engagement, how would you boil that down into let's say [00:14:00] you, you have a podcast studio, right? So how would you boil down growth and engagement into actual items?

You can measure actual measure metrics.

**Brian:** You know me. I like my data. I do have that field every time somebody refers a customer to me. Even if it's a lead that's tracked and I can pull up any customer and I can see how many referrals they've sent me. How many.

Progressed to becoming customers. Those people I look at as my super users, even though it is a service and not a system, they're out there evangelizing, Sitch, Radio. Of course I'm gonna keep them happy because they're talking about me left and right to the point people are walking in the door calling me on the phone, sending me emails to do business with me.

**Jay:** That's an, we don't have that in our notes, but that's an interesting metric. Figuring out what your referral likelihood is gonna be.

**Brian:** Yeah.

**Jay:** If you have a, if you have a properly, like a proper [00:15:00] health to your company and your brand and you're performing at your, the expected level or exceeding the expected level of performance yeah, you should have a high referral rate.

**Brian:** Yeah. And Sitch Radio doesn't have an affiliate program. They're not rewarded for sending me customers other than. If they call up and say, Hey, I'm gonna be an hour late. Can we still do it? I'm gonna do everything I can in my power to accommodate them that I might not do for the, yo, sorry you missed your time.

We're booked, type of customer. And it's just because they're doing so much for me.

**Jay:** No that's pretty neat. That's pretty neat. How would we say that laterally for. Entrepreneurs and business owners that don't have a podcast studio. So how would that be clients Would that, I know we, we are not trying to zero in on revenue 'cause that seems like an obvious one.

Yeah. How would we zero in on that?

**Brian:** It's as simple as how did you hear about us? If they send you an email, Hey, I found you here, or So and so [00:16:00] said, you might be able to help me. Log that track that somehow working in this industry, it's an audible product. And when people are driving down the road and they're like, oh, X, Y, Z company, I need to check them out.

That sounds cool.

They go home and they Google X, Y, Z company, find contact information. They're like, dude I need your product. I need your service. If you don't take the time to ask. How did you hear about us? Oh, I was listening to this podcast. You are losing out on measurables to say whether that show is working or not. Having a dropdown form, how did you hear about us? And giving them some options. There's several ways to ask that question. If the phone rings, ask that question. I know we, the work we've done has driven business to a certain company that didn't [00:17:00] measure it.

And then, they come to me saying, we're gonna cut back on your services because we don't feel it's working. This is the thing, they weren't UT Ming their links. I was using a short short URL service, UT Ming, the links.

**Jay:** So I define UT Ming for anyone viewing that doesn't

**Brian:** tracking that traffic.

Perfect. Universal tracking metric or something.

**Jay:** Side note, you do that. I didn't know the Ackerman. I ne I needed that.

**Brian:** You can use a short link service. I use short IO and build custom links so I can tell you how many people clicked on a link. That doesn't mean I can track them Googling company X, Y, Z when they get to their desktop or their phone when they're no longer driving or in a place to do I have it. We've said it on this show before, if you can't measure it, you shouldn't be doing it because

There's no way to tell whether it's working or not.

And if you are doing it, figure out how to measure it and what those measurements mean.

**Jay:** Otherwise you might cut off a service [00:18:00] that's actually driving traffic for you.

But that's. That these are all items you can actually track, right? So this is ones and zeros. They have apps, they have CRM things. They, it seems to be mostly off of forms and backlinks. One way of getting a beat on what your performance is for your brand, which is a little bit more at abstract.

Is, what is the company opinion? What is the community opinion for your brand, your company, your service, right?

And there's really no, as far as I, my understanding, there's really no other way of understanding what that is. Outside of. Interacting with your customers, right? So since everything's social media, look at what people are saying on Twitter.

Look at what people are saying under your posts. If people aren't talking about you, you obviously still need a little bit more room to grow. People aren't talking about me. I'm definitely in my growth period.

But how they are talking about you is a direct correlation to how you're [00:19:00] performing and what your company's health is.

**Brian:** And let me add this. Every six to eight months I send out a URL to a survey. About Sitch. Radio. And I ask my existing customers, could you please take four and a half minutes? I always come up with some weird number because, can you take 10 minutes? Can you take nine and a half minutes? Oh, it's only nine and a half. I'll do it. Yeah. And I ask them for feedback and the questions aren't. Written to make me feel good. The questions are written to help me understand how I can better serve them.

And they're not always fun to read, but are they fact. No, I don't ask for a name or a number, but you can tell Okay. I work with these people week after that. Oh, okay. Okay. Alright. Yeah. So yes, the form is anonymous, however. Okay. And I think a lot of people. Don't, they, everybody loves to hear somebody give 'em attaboys. [00:20:00] Nobody loves to hear the constructive criticism or where they feel I'm falling short.

And some of the questions are worded that way. Where am I falling short? What do I suck at? Because they're gonna put something down.

And I read them, I digest them for a few days. I go back and read them. Once the, the emotions are gone and I put things into place, I'll add things to my, to-do list to be better, Jay, the Accountables group.

I put out a survey already for those of us involved in the accountables weekly meetings and nobody answered it. I take that as a good thing, it's not great. But, no one's saying bad things.

**Jay:** That's the thing is specifically in that group, right?

For everyone involved, it seems like everyone's already they're already getting an immense amount of value out of that group. So it's hard to go through and critique anything that needs to change if things are working the way you want them to. [00:21:00] Maybe a count, A good counter example.

Right here we have Lucas Films, right? So if you're a Star Wars fan they're acquired by Disney, what was it? Over a decade ago? It was like, or late 2000 tens or something. And then the last 10 years, Disney's put out a number of Star Wars projects, a number of Star Wars films, and the community in which Star Wars.

That is hyperfocused on Star Wars. Almost at every point has given critiques immediate feedback. Just immediately flooding all of social media with, what is this? Oh, you nailed it on this piece. This is not Star Wars. This is something else. So I don't know. There's, you could do forms, but you could also just look at the conversation and it just depends on what systems you have in place and what time you have.

I guess one takeaway from all of that though, and this is where similarities converge. Whether or [00:22:00] not you can understand the critique is one thing but what you do with it after says a lot about you and your company, right? Absolutely. So Star Wars, the IP for Star Wars is losing a lot of money.

The investor, it's been tanking for the better part of the last three, four years at this point. Disney and the Star Wars execs, the people in charge of that, tho those projects, they are not listening to the actual community that Star Wars is propped up on. Whereas for you, you constantly are looking at the feedback and you're, you take that feedback no matter how uncomfortable it is, and you do something about it to try and minimize the opportunity for that feedback from other people.

I don't know. Yeah. It's,

**Brian:** And I look at it as I'm, they might be unhappy and they might leave me, but if I learn from it and I fill the gaps and I do everything in my power to ensure that doesn't happen again, or I improve on those [00:23:00] points, that could be worth five customers in two years.

**Brian:** So you always have to think long term. And in the back of everyone's mind, a the customer's not always right.

**Jay:** Two, even the customer knows that.

**Brian:** And we can't keep everybody happy. It's I do free webinars a couple of months and it's oh, I wish you'd do these in the PM hours in the east coast. That's middle of the workday on the west coast and. I primarily serve the West Coast. But then I'll do two, one, PM West Coast, 1:00 PM East Coast, and no one shows up for the East Coast. Oh, that's too late. You should do it earlier. Or there's always somebody with an issue. You can't keep everybody happy all the time.

Give them a few options that work for you. And if they show, if they nobody shows, then you know. Pull back on that service

**Jay:** or a workaround for that is to have evergreen [00:24:00] webinars. And just have it scheduled for 15 minutes after they sign up, because I just jumped into a potential strategy specifically for a webinar, right?

What are a few other strategies for maintaining brand health and success?

**Brian:** Internal workflow I think is huge. If on, on, on a few areas. If I know employee A is three weeks ahead on scheduling out content. I know that customer is at least four weeks ahead on creating that content.

My employee's happy 'cause they're ahead of schedule. That's a good workflow. If, for example, I have a show on Thursday whom I've had three communications with the host, and I still don't have a title for that episode. Something's broken. Is it me? Is it them? Are they busy? Did they forget? But that's where the conversation comes in.

I think a lot of people fail to ask either, [00:25:00] Hey, is there an issue? Hey, what can I do? So we don't have this problem again. Hey, how did you hear about us? Don't be scared to communicate with people, but that content production workflow. Seeings volumes from internal employee health to customer content creation, health.

What do you think, Jay?

**Jay:** Yeah I think I, a company without systems is like a. Ship without sales, right? Or boat without sales, it's not gonna get very far. So you do need to have your system, so content production for your specific user case, since you are running a content production studio, that's huge.

For a majority of other people who don't have a studio or are just getting into the content production game. Another system that you should have in place is your website maintenance. How often are you going through and developing updating or reworking your guys' website infrastructure? Another one could be [00:26:00] onboarding and offboarding team members.

I oftentimes work either freelance or subcontracting on different projects. And that's if I'm looking for work, most of the time I am contracted with companies to do. Whatever the project is that they need.

**Brian:** Right

**Jay:** now, if I'm bringing people on underneath me on my projects, I need to have a system so that the subcontractor underneath me isn't bombarded with just trying to get.

In the loop with what I'm doing. And I need to create the path of loose resistance for them to do their job effectively. So if you are onboarding or offboarding people, you need to have, you need to have systems for that. CRM and list, we've. We touch on CRMs quite a bit and a number of our podcasts or a number of our episodes this season.

So we've talked about CRMs and lists quite heavily, so I don't really need to jump into that one. And

**Brian:** Let me jump in on that one really quick.

**Jay:** Yeah,

**Brian:** no problem. It can be as simple as an Excel spreadsheet. But it [00:27:00] has to, it can be your Google calendar. Call bill next Friday, and then Friday. Call Bill and then move him to two Fridays out. Or just move that event out ahead. It doesn't have to be, a monthly SaaS subscription basis to manage your client's relationship with them. It can be as simple as a spreadsheet,

**Jay:** And that's I'm in the boat of overcomplicating things for myself, so that's why I don't just use a spreadsheet.

But yeah there's a number of, you can either do it the freeway that way, which you have the spreadsheet and a calendar, or you can go through, I think monday.com has one, airs another one that's more AI driven. But that goes directly into what are, how often are. Your touch points with potential previous or current clients, right?

So right the what's the phrase? It's easier to make. It's easier to have a repeating customer from a customer you've already made, rather than make a new customer or at least it's cheaper. So [00:28:00] when your project wraps up, if you are a service provider, when your project wraps up. How many times are you touching base with that client that you've already completed that project for?

And what's the timeline on those? So figuring out what the system is for that. I think it takes seven touch points for a lead to become a qualifying lead or a customer. Yeah. So what does that system look like? What is your system for qual like QCing, your. Products and services, and that, that comes from the critiquing and the forms that, that Brian was talking about just, five, six minutes ago.

So what does that system look like? And regardless of which systems you need for your business, whether they're all the ones we just listed, or just a few of 'em, how often are you revising and updating each of those systems? You can get too deep into systemizing everything to the point where it's counterintuitive and you're actually losing money.

So understanding specifically what needs to be systemized and what [00:29:00] doesn't CRM absolutely needs to your customer touchpoints absolutely needs to onboarding and offboarding. That doesn't need to be a deep system, but making sure they're updated regularly is gonna save you a lot of headaches.

**Brian:** Two things on that. Number one, I wanna talk about a tactic I put into place that's actually worked of a project that wrapped up. We are no longer producing content for them, but their content is still alive and out in the interwebs. Every quarter I send them a quarterly analytical review.

**Jay:** Of their show and we may

**Brian:** hear what's that?

**Jay:** Of their show. Of their show. Yeah. Even though you're not managing their show.

**Brian:** Yep. Hey, I know we haven't produced in a while, but the last three months, your show's gotten 10,000 downloads. Can you tell me how many leads you've gotten from that? And they're like, oh, A, it's evergreen.

Great. B, where could that be if we were still producing? And then this is something I still [00:30:00] implement to this day. It's

**Jay:** called competition At

**Brian:** year. I evaluate what was my biggest pain point over the last 12 months. And for example, when it was accounts receivable, accounts payable, it's time to plug somebody into that position.

I'm removing that pain point from me with a solution. Maybe it's, I can't keep track of who to call when to call. I need to get a bigger, better, faster CRM. But you solve your biggest pain point every year. Things will slowly work out. You don't have to have the biggest, best CRM marketing system.

So many people go out and spend a lot of monthly, on a monthly basis on a system that does everything for you. Won't say their name. And there's a few of them out there, but then they never put all the pieces into place to make it work for them. Or they get frustrated and it was a waste of money.

Solve one of the problems. And you might get to a point to [00:31:00] where you realize I solved A, B, C, and D. Maybe it is time to step up into a big voice system and it's easier to do when you have working platforms. Having a marketing system is phenomenal, but if you don't have anything to market, trying to set it up, it's confusing.

Because you don't have anything to market.

**Jay:** That was a great point. Sorry. That uncomfortable silence. Yeah. Do you fried my brain a little bit on that one. You went a little deeper on that than I was prepared for. I don't know. I don't know how to wrap that up. We're cutting this entire five seconds, 10 seconds.

**Brian:** Hey you know what, Jay we've done 10 episodes.

Season one was all about branding because. So many people think branding is just a logo or a color. And I think that we've done a good job at really setting people up for success to understand what branding is, why it's important, and [00:32:00] how branding integrates with everything else they're gonna do in business.

And before I move on to what we're gonna be talking about next season, do you have anything to add to that, Jay?

**Jay:** No, aside from my gratitude, I'm hoping that you as the listener have have gotten the value that you hoped you would've gotten from listening to us. We have a tendency to equip and run down rabbit holes, and it's because we're passionate about this.

It's we try to tell stories to laterally explain the actual topics and information that we. We're trying to explain to you guys that way. It's something that you guys can latch on and be like, oh, all right. That makes a little bit more sense in that context. But yeah, I just, I wanna express my gratitude for sticking with this, for this our first season.

We have another nine more pre-planned right now. And we're not intending to cut this short by any means yeah. If you got value outta this season, please stick for next. For the next one. I think the next season we're talking specifically on content production, correct?

**Brian:** Content [00:33:00] creation and marketing. Yeah. Actually creating content and how to market it. And yeah, the next seasons are gonna be a little bit faster paced. We're gonna get through the content a little quicker. However, you're gonna have a lot of actionable takeaways from each episode. We really wanna set you up to create good content within a content creation system. Have that procedure, have that workflow down, that's paramount. Process over progress Jay? Yes sir. Yep. Yes, sir. But we are gonna take a couple of weeks off. We will be back August 5th with episode one, season two, man. It's been 10 episodes already, Jay.

**Jay:** Yeah, it flew by. Definitely flew by. And this was manageable for us because we had systems for creating this content. So

**Brian:** absolutely

**Jay:** we're gonna get into all that this next season. But yeah, if you don't have any other sign off, where's to sign [00:34:00] off on? I think we should let our people go.

**Brian:** I wanted to say one last thing.

**Jay:** Okay.

**Brian:** You can find us by the links in the show notes below.

My name's Brian. Thank you for being here. Thank you for putting up with us.

Hopefully you learned a little bit. If you didn't learn, I want your constructive criticism and comments. Email me, hit me up on the accountables. If you'd learned something, give us a thumbs up, a five star review, say a few kind words. It goes a long way.

**Jay:** And my name's Jay Alba. You can find me at the accountables or at my links listed down below.

We appreciate you guys' time for this season, we're looking forward to you guys for this next one.

**Brian:** We'll see you in a few weeks.

**Jay:** Peace.

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